

MODULE DESCRIPTIONS

MASTER BUSINESS CONSULTANCY INTERNATIONAL

Curriculum-Matrix

Master Business Consultancy International

1. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Applied Economics I	30	1	3
2	Consultancy Skills	45	2	4
Specialisation Treasury & Investment				
3	Equity Analysis	30	1	4
4	Cash and Liquidity Management	45	1	6
5	Money and Foreign Exchange Markets	30	1	4
6	Advanced Data Analysis and Spreadsheet Modelling	30	1	3
7	Quantitative Methods	45	1	6
Specialisation Marketing Analytics				
8	Quantitative Marketing Research	45	2	5
9	Quantitative Analysis I	45	2	5
10	Business Analysis	30	2	4
11	International Marketing Management	30	1	4
12	Media Planning & Communication	45	1	5
Sum				30
Semester weeks (incl. exams)		15		

2. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Applied Economics II	30	1	3
2	Business Consultancy I (Simulation)	30	1	4
3	Master Thesis Seminar I	15	2	2
Specialisation Treasury & Investment				
4	International Financial Reporting Standards	30	1	3
5	Fixed Income Analysis	30	1	4
6	Financial Derivatives	30	1	4
7	Advanced Corporate Finance	30	1	4
8	Financial Econometrics	45	1	6
Specialisation Marketing Analytics				
9	Qualitative Marketing Research	45	1	5
10	Quantitative Analysis II	30	2	5
11	Special Topics in Marketing Analytics I	45	1	7
12	Advanced Marketing Metrics	45	1	4
Sum				30
Semester weeks (incl. exams)		15		

3. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Case Study	15	2	2
2	Master Thesis Research Proposal	15	2	7
Specialisation Treasury & Investment				
3	Risk Management	45	1	6
4	Special Accounting and Tax Issues for Treasury	30	1	3
5	Financial Planning and Modelling	30	2	3
6	Regulation of Financial Markets and Institutions	45	1	5
7	Investment and Portfolio Management	30	1	4
Specialisation Marketing Analytics				
8	Special Topics in Marketing Analytics II	45	1	7
9	Consumer Insights	45	1	5
10	Pricing Analytics & Strategies	30	1	3
11	Marketing Channels & Logistics	30	1	3
12	Relationship Marketing	30	1	3
Sum				30
Semester weeks (incl. exams)		15		

4. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Business Consultancy II (Capstone)	30	6	4
2	Business Ethics & Compliance	15	1	2
3	Strategic Management & Business Policy	30	1	3
4	Study Trip	30	2	2
5	Master Thesis Seminar II	15	2	2
6	Master Thesis	0	2	13
Specialisation Treasury & Investment				
7	Alternative Investments	30	1	4
Specialisation Marketing Analytics				
8	Marketing Decision Analysis	30	1	4
Sum				30
Semester weeks (incl. exams)		15		

Module Descriptions

Master Business Consultancy International

First Semester

CORE CURRICULUM

Module:	Module title:	Credits:	Hours/Week:
	Applied Economics I	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	1st semester		
Course Leader	Ferry Stocker		
Level	Intermediate		
Course prerequisites	Economics as being taught in Bachelor Business Studies (i.e. Principles of Economics/Economics 101)		
Block course	No		
Participants	All MBCi		
Groups	Two groups per year		
Contribution to subsequent modules	Applied Economics II, Risk Management, Strategic Management & Business Policy, Corporate Finance, Pricing Analytics and Strategies.		
Bibliography	Forgang, W.G. and Einolf, K. W. (2007): Management Economics, An Accelerated Approach. McKenzie, R.B. and Dwight, R.L. (2010): Microeconomics for MBAs. Froeb, L.M and McCann, B.T. (2010): Managerial Economics: A Problem-Solving Approach		
Course objectives	- Students have gained a basic understanding of decision theory, in particular they understand the "behavioral approach" to decision making and are aware of the most frequent decision traps; - Students are able to analyse and understand the "microeconomic" environment, i.e. their or a particular company's "market setting" as a basis for guessing trends and forming scenarios and developments in particular businesses and industries: they can apply competitive analyses and identify the most important drivers in markets and industries; - Students are in a position to practically apply key microeconomic concepts for business/management decisions (e.g. Principal Agent Theory, Game Theory; Pricing Techniques etc.) - Students are familiar with current (micro)economic topics such as e.g. the digital economy, on-demand- economy, a.s.o.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Decision Theory and Decision Traps (Behavioral Economics); Market and Competition Analysis: Market Structure and Conduct; Game Theory; Economics of Information; Asymmetric Information and Principal-Agent-Theory; Elasticity and Pricing Policy; Cost-benefit-analysis.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Consultancy Skills	4 ECTS	3 SWS
Degree Programme	MBCi		
Semester	1st semester		
Course Leader	Elfie Hofer (Institut für persönliche Kompetenzentwicklung)		
Level	Beginner		
Course prerequisites	None		
Block course	Partially		
Participants	All MBCi		
Groups	Yes		
Contribution to subsequent modules	All other modules that require personal and professional skills; e.g., Business Consultancy I & II, Case Study		
Bibliography	PROFESSIONAL LEADERSHIP SKILLS ASSESSMENT AND DEVELOPMENT: Brandt, T. (2010). Personality and Leadership - Myers-Briggs Type Indicator and Transformational Leadership - Perspective of Subordinates and Leaders. Saarbrücken: Lambert Academic Publishing AG Covey, S.R. (2012). Focus: Achieving Your Highest Priorities. Grand Haven: Brilliance Corp. Covey, S.R. & Mc Chesney, C. (2012). The 4 Disciplines of Execution: The Secret to Getting Things Done, on Time, with Excellence. Grand Haven: Brilliance Corp. Covey, S.R. (2012). The 4 Imperatives of Great Leaders. Grand Haven: Brilliance Corp. Goleman, D. (2004). What makes a leader? Harvard Business Review, Jan. 2004. Harvard Business Review (2015). HBR's 10 Must Reads on Emotional Intelligence (with featured article "<i>What Makes a Leader?</i>" by Daniel Goleman). Boston: Harvard Business Review Press. Harvard Business Review (2011). HBR's 10 Must Reads on Managing Yourself. Boston: Harvard Business Review Press. Neethling Brain Instrument (NBI). http://www.wholebrainthinking.com.au/ PROFESSIONAL INTERCULTURAL SKILLS: Brett, Jeanne M. (2014). Negotiating Globally. How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries. San Francisco: Jossey-Bass. Gesteland, R. R. (2012). Cross cultural business behavior - marketing, negotiating, sourcing and managing across cultures. Copenhagen: Copenhagen Business School Press. Lewicki, R. J., Saunders, D.M., & Bruce, B. (2010). Essentials of Negotiation. Columbus, OH: McGraw Hill Higher Education Schein, E. H. (2012). The Corporate Culture Survival Guide. San Francisco, CA: Jossey-Bass. Storti, Craig (2011). The Art of Crossing Cultures. Yarmouth, ME: Intercultural Press.		

Module:	Module title:	Credits:	Hours/Week:
	Consultancy Skills	4 ECTS	3 SWS
	PROFESSIONAL RHETORICAL SKILLS: Duarte, N. (2012). HBR guide to persuasive presentations. Boston: Harvard Business Review Press Harvard Business Review (2013). HBR's 10 Must Reads on Communication. Boston: Harvard Business Review Press. Reynolds, G: (2010). Presentation zen design. Simple design principles and techniques to enhance your presentations. Berkeley, CA: New Riders. PROFESSIONAL CONSULTANCY/ COLLABORATION SKILLS: • Duarte, D. L. & Snyder, N. T. (2007). Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed. San Francisco, CA: Jossey-Bass • Harvard Business Review (2010). Leading Virtual Teams. Boston: Harvard Business Review Press. • Lepsinger, R. & DeRosa, D. (2010). Virtual Team Success: A Practical Guide for Working and Leading from a Distance. X: Pfeiffer. Maister, David (2010): Professionalism in Consulting. In: Greiner, Larry & Poulfelt, Flemming (Hg), Management Consulting Today and Tomorrow. New York: Routledge. Moore, C. W. (2014): The Mediation Process: Practical Strategies for Resolving Conflict. San Francisco, CA: John Wiley & Sons. Roche, W. K., Teague, P. & Colvin, A.J.S. (2014). The Oxford Handbook of Conflict Management in Organizations. Oxford, UK: Oxford University Press. Sloane, P. (2006). The Leader's Guide to Lateral Thinking Skills: Unlocking the Creativity and Innovation in You and Your Team. London: Kogan Page. Vile, A. (2010). The Savvy Guide to Consulting and Consultancy Skills. Milton Keynes, UK: TheSavvyGuideTo LTD. Wildman, J. L. & Griffith, R. L. (2014). Leading Global Teams: Translating Multidisciplinary Science to Practice. Heidelberg: Springer.		
Course objectives	Students have a grasp of "emotional" leadership, the roles and responsibilities, and the ethical conduct of professional consultants. Students can accurately assess their current individual strengths and weaknesses with respect to knowledge, skills and experiences required of successful professional consultants. Based on their assessed competency levels they are able to determine professional development goals in the skills/knowledge/experience areas expected of "experts" in their targeted career field/job function(s). In a skills-intensive format, students can demonstrate professional communication and critical listening skills. They can give, receive and apply pointed feedback on complex issues, can negotiate successfully in a variety of settings and assert effective decision-making. They are able to structure and effectively deliver a range of professional "pitches" in which they persuasively argue their position while considering the stated or unexpressed needs or goals of potential (assumed) clients.		

Module:	Module title:	Credits:	Hours/Week:
	Consultancy Skills	4 ECTS	3 SWS
	Students demonstrate an understanding of team performance and the contributions of team roles and group dynamics in the context of working and collaborating on intercultural consultancy project teams. They know how to facilitate client meetings, evaluate/constructively critique proposals, dealing with diverse needs and interests, recognizing and managing conflict, in order to lead teams to appropriate problem solutions.		
Format	WS		
Evaluation	Continuous evaluation		
Course content	Personal competencies profiling and professional leadership development planning for prospective business consultants. Principles, best practices and challenges of advanced communication (e.g., interviewing) and negotiation skills for professional consultants, including assertiveness, decision-making, „sales-„ and argumentation skills; target-croup specific, professional persuasive presentation/„pitching“ skills Professional leadership (including „self-“& people leadership) and collaboration skills inventory. Hands-on leadership/facilitation of intercultural groups and interdisciplinary project teams. Challenges and promises of group dynamics and multiple perspectives. Managing meeting and ensuring conflicts in complex business situations and/or with challenging stakeholders; negotiation and mediation in the context of intercultural team collaboration and consultancy situations.		
Module version	2015		

1.1.1.1 SPECIALISATION „MARKETING ANALYTICS“

Module:	Module title:	Credits:	Hours/Week:
	Quantitative Marketing Research	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	1 st Semester		
Course Leader	Virginia Grögl		
Level	Beginner		
Course prerequisites	Introductory Knowledge of Statistics & SPSS		
Block course	No		
Participants	MBCi_MA		
Groups	2 Groups		
Contribution to subsequent modules	Quantitative Analysis II; Special Topics in Marketing Analytics I; Special Topics in Marketing Analytics II		
Bibliography	Malhotra, Naresh K.: Marketing Research An Applied Orientation: GlobalEdition, Pearson Polonsky, Michael Jay; Waller, David S.: Designing and Managing a Research Project, Sage Field, Andy: Discovering Statistics Using SPSS, Sage		
Course objectives	After completion of this module, students should be able to: Conduct, evaluate, and monitor a marketing research project Identify and explain key data collection methods employed in quantitative social research Develop quantitative research designs Critically evaluate quantitative research findings Demonstrate a critical understanding of quality criteria and ethical guidelines in quantitative social research Demonstrate skills in report writing and data presentation		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Quantitative research methods of data collection Questionnaire Design; Qualtrics Sampling Techniques		

Module:	Module title:	Credits:	Hours/Week:
	Quantitative Marketing Research	5 ECTS	3 SWS
	Multivariate statistical methods: Reliability analysis, logistic regression, factor analysis, cluster analysis		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Quantitative Analysis I	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	1st Semester		
Course Leader	Virginia Grögl		
Level	Beginner		
Course prerequisites	Introductory Knowledge of Statistics & SPSS		
Block course	No		
Participants	MBCi_MA		
Groups	2 Groups		
Contribution to subsequent modules	Quantitative Analysis II; Special Topics in Marketing Analytics I; Special Topics in Marketing Analytics II		
Bibliography	Mario F. Triola: Essentials of Statistics, Pearson Education Gary Koop: Analysis of Economic Data, John Wiley & Sons Julie Pallant: SPSS Survival Manual, McGraw-Hill Andy Field: Discovering Statistics Using SPSS, Sage		
Course objectives	After completion of this module, students should be able to: - Demonstrate knowledge of basic empirical methods used in economics, marketing and related fields - Demonstrate the technical, statistical and interpretative skills necessary to conduct, evaluate and monitor elementary research projects - Competently perform essential data analysis by use of the computer software package SPSS		
Format	ILV		
Evaluation	Continuous Evaluation		
Course content	- Review of elementary concepts from mathematics, probability & data analysis - Descriptive statistics & graphical representation of data - Covariance and correlation - Statistical estimation and confidence intervals - Hypothesis testing - Tests for means and proportions - Chi-squared test - Simple linear regression - Multiple linear regression - Nonlinear regression - Analysis of variance - Introduction to SPSS environment/IT software - Logit and Probit regression (optional) - Exploratory factor analysis (optional)		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Business Analysis	4 ECTS	2 SWS
Degree Programme	MBCi – Marketing Analytics		
Semester	1st semester		
Course Leader	Marie Nitzlader		
Level	Beginner		
Course prerequisites	none		
Block course	No		
Participants	all „Marketing Analytics“ students		
Groups	None		
Contribution to subsequent modules	None		
Bibliography	• Damodaran, Aswath: "Damodaran on Valuation: Security Analysis for Investment and Corporate Finance", John Wiley & Sons, current edition • Palepu, Krishna; Healy, Paul; Peek, Erik and Bernard, Victor: "Business Analysis and Valuation", Cengage Learning EMEA, current edition • Horngren, Sundem, Elliott, Philbrick: "Introduction to Financial Accounting", Pearson New International Edition, current edition • Atrill, Peter; McLaney, Eddie: "Management Accounting for Decision Makers", Pearson Education Ltd., current edition		
Course objectives	Students will be able to... ... understand the relationship between business events and financial statements so that they will understand how a given business event / business transaction affects the income statement, balance sheet and the statement of cash flows ...understand the accounting cycle, collection of accounting data, entry into the accounting system, and the preparation of basic financial accounting statements. ...become familiar with the necessary tools to value a company and access the financial health of an organization ...analyse value of company for the purposes of making investment decisions		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	• Necessary accounting methods such as double entry bookkeeping, Accounting for non-current and current assets; Accounting for liabilities and equity, revenue and expenses • Basis financial ratio analysis		

Module:	Module title:	Credits:	Hours/Week:
	Business Analysis	4 ECTS	2 SWS
	• Basic cost concepts (variable – fixed, direct – indirect); Breakeven analysis • Different dimensions of the valuation process including the general environment, market, management, strategy, financial performance & outlook will be covered • Sector and market background analysis; • Company management and strategy; • Analysis of strengths and weaknesses, financial performance analysis and the outlook		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	International Marketing Management	4 ECTS	2 SWS
Degree Programme	MBCi		
Semester	1st semester		
Course Leader	Virginia Grögl		
Level	Beginner		
Course prerequisites	Basic principles of marketing		
Block course	No		
Participants	Specialisation Marketing Analytics		
Groups	None		
Contribution to subsequent modules	Media Planning and Communication		
Bibliography	• Warren J. Keegan and Mark Green. Global Marketing, International Edition, 7/E, Pearson Higher Education, latest edition • Farris, Paul et.al. The Definitive Guide to Measuring Marketing Performance, latest edition, Prentice Hall • Belch & Belch. Advertising and Promotion: An Integrated Marketing Communications Perspective, latest International Edition • Kevin Keller. Strategic Brand Management: International Edition, latest edition. Pearson Higher Education • Svend Hollensen. Global Marketing. Latest edition Prentice Hall, Pearson.		
Course objectives	Students will be able to... ...identify, interpret and evaluate information sources related to multinational marketing; ...comprehend measures of marketing profitability and understand the marketing metrics; ...expand creative, research and analytical skills by conducting a comprehensive analysis of international marketing programs. ...adjust branding strategies over time and across geographic boundaries to maximize brand equity; ...manage online and offline communication channels		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	• Branding strategies for building up global brands • Strategies for international expansion – market entry modes • Int'l Marketing Mix • Communication considerations for going international • Marketing metrics		
Module version			

Module:	Module title:	Credits:	Hours/Week:
	Media Planning & Communication	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	1st semester		
Course Leader	Virginia Groegl		
Level	Beginner		
Course prerequisites	none		
Block course	No		
Participants	Specialisation Marketing Analytics		
Groups	None		
Contribution to subsequent modules	Related to International Marketing Management		
Bibliography	Gesky, Ronald D., Media Planning & Buying in the 21st Century, latest edition. Marketing Communications LLC, latest edition		
Course objectives	Students will be able to... ...understand the global media business environment, with focus on how digital media is changing the face of media overall ...evaluate various types of media and how they contribute to an overall media campaign and in turn the overall communication plan ...deal with media calculations and numerical interpretations related to web analytics ...interpret data to determine the least expensive and most effective way businesses can get product messages to target audiences; ...understand the new media research tools and develop a critical approach to the use and misuse of these technologies; ...gain a perspective on the evolution of media in the last years and on key current trends, especially digital media; ...explore the core communication strategies used to leverage the marketing power of digital media;		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- General review of communication tools and strategies - Overview of the media business, media terminology, changing face of Digital media - Media planning strategies, the steps in the media planning process, characteristics of different media - Media Research: methods and instruments overview - Basic metrics in Media, evaluation and campaign planning - Media math and necessary analytics - Planning with real world figures		

Module:	Module title:	Credits:	Hours/Week:
	Media Planning & Communication	5 ECTS	3 SWS
	• Impact of mobile devices on media planning – cross device targeting, cross device measurement, location based services • Web analytics – evaluation and tracking for decision making purposes		
Module version	2015		

1.1.1.2 SPECIALISATION,,TREASURY AND INVESTMENT"

Module:	Module title:	Credits:	Hours/Week:
EA	Equity Analysis	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	1st semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Basic Corporate Finance and Accounting		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Advanced Corporate Finance, Risk Management, Financial Planning and Modelling, Investment and Portfolio Management, Alternative Investments		
Bibliography	Koller T., Goedhart M. and Wessels D.: Valuation: Measuring and Managing the Value of Companies, Wiley, current edition Peterson Drake P. and Fabozzi F. J.: Analysis of Financial Statements, Wiley, current edition Pinto J. E., Henry E., Robinson T. R., Stowe J. D. and Cohen A.: Equity Asset Valuation, Wiley, current edition		
Course objectives	Students should be able to: - explain the functioning of equity markets and their role in raising capital -contrast different forms of market efficiency and explain the implications of each form for equity analysis and portfolio management - examine the impact of economic events on the market price of a stock - analyze and interpret financial statements and critically evaluate financial ratios - value equity securities using various models		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Equity market organisation and functioning Commonly used equity valuation methods Financial Statement analysis and ratios Application to real-life examples or case studies		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
CLM	Cash and Liquidity Management	6 ECTS	3 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	1st semester		
Course Leader	Kinga Niemczak		
Level	Beginner		
Course prerequisites	Basic Corporate Finance		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Advanced Corporate Finance, Risk Management, Financial Planning and Modelling		
Bibliography	Allman-Ward M. and Sagner J.: Essentials of Managing Corporate Cash, Wiley, current edition Bragg S. M.: Corporate Cash Management: A Treasurer's Guide, Accounting Tools, current edition Enthofer H. and Haas P.: Handbuch Treasury/Treasurer's Handbook: Praxiswissen für den Geld- und Kapitalmarkt/Financial Markets: A Practitioner's Guide, Linde, current edition Rajiv R.: The Handbook of Global Corporate Treasury, Wiley, current edition Ransome O.: Cash and Liquidity Management: Mastering the Challenges of New Regulations and a Changing Marketplace, CreateSpace Independent Publishing Platform, current edition Webster M. K.: Essentials of Treasury Management, Association of Financial Professionals, current edition		
Course objectives	Students should be able to: - identify and explain the role and structure of treasury function in a bank vs. a company - explain the types of treasury technology that are available and the use of technology for effective treasury management - explain how an organization's cash and liquidity are managed on a day to day basis - develop cash forecasts for the purpose of planning and managing liquidity - analyze and interpret working capital tools and metrics and use them to manage and monitor liquidity - identify and critically evaluate short-term financing sources and investment options		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Role and organisation of bank treasury vs. corporate treasury Treasury policies and procedures Use of technology in treasury; Payment systems Cash and liquidity management; Working capital metrics Cash forecasting; Short term borrowings; Short term investments		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
MFEM	Money and Foreign Exchange Markets	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	1st semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Basic Corporate Finance		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Fixed Income Analysis, Financial Derivatives, Risk Management, Investment and Portfolio Management		
Bibliography	DeRosa D. F.: Foreign Exchange Operations, Wiley, current edition Parameswaran S.: Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange and Derivatives, Wiley, current edition Sharpe, J.: Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market, Harriman House, current edition Weithers, T.: Foreign Exchange: A Practical Guide to the FX Markets, Wiley, current edition Teall J. L.: Financial Trading and Investing, Academic Press, current edition Solnik B. and McLeavy D.: Global Investments, Pearson International Ed., current edition		
Course objectives	Students should be able to: - define the economic function of the FX and money markets, and the role of central banks in their open market operations - describe, compare and contrast cash and derivative FX and money market instruments in terms of their structure, operation, application, type of user and risk/return characteristics - apply theories of foreign exchange rates - examine the risks in foreign exchange markets and design appropriate hedging strategies		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Money markets and instruments Supply and demand for money Interest rates FX market Exchange rates Types of FX transactions Hedging and risk management strategies		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
ADASM	Advanced Data Analysis and Spreadsheet Modelling	3 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	1st semester		
Course Leader	Jonathan Gibbs		
Level	Intermediate		
Course prerequisites	Basics of Microsoft Excel and statistics		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	Yes		
Contribution to subsequent modules	Financial Econometrics, Financial Planning and Modelling, Risk Management, Investment and Portfolio Management		
Bibliography	Gross D., Akaiwa F. and Nordquist K.: Succeeding in Business with Microsoft Excel 2013: A Problem-Solving Approach, Cengage Learning, current edition Helbak M., Lovaas R. and Mjølhus J. O.: Financial Modelling and Asset Valuation with Excel, Taylor & Francis, current edition Winston W.: Microsoft Excel 2013: Data Analysis and Business Modelling, Microsoft Press, current edition		
Course objectives	Students should be able to: - create and manipulate a business spreadsheet using a variety of basic as well as advanced Excel functions necessary to perform the tasks in a typical finance position - use pivot tables to turn raw data into clear information that supports key decisions and understand pivot tables' limitations - use various statistical functions in the Analysis ToolPack - use macros and VBA to automate spreadsheets and increase interactivity		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Review of Excel basics Reference functions Conditional functions Pivot tables Statistical analysis using Analysis ToolPack Automation with VBA Macros		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
QM	Quantitative Methods	6 ECTS	3 SWS
Degree Programme	MBCi		
Semester	1st semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Basics of Statistics		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	Yes		
Contribution to subsequent modules	Financial Econometrics, Risk Management, Investment and Portfolio Management		
Bibliography	Stock J.H. and Watson M.W.: Introduction to Econometrics, Prentice Hall, current edition Koop G.: Analysis of Financial Data, Wiley, current edition Triola M. F.: Essentials of Statistics, Pearson, current edition Tsay R. S.: An Introduction to Analysis of Financial Data with R, Wiley, current edition		
Course objectives	Students should be able to: - Design an empirical research project and select appropriate statistical methods for data analysis - Explain and confidently apply a selection of quantitative methods for business/ finance data analysis - Use R for statistical analysis of data - Interpret and evaluate statistical results presented in professional reports and journals		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Review of research process, sampling, descriptive statistics, discrete and continuous probability distributions, sampling distributions, confidence interval estimation, hypothesis testing Simple linear regression Multiple linear regression Analysis of variance Data analysis with R: applications and case studies		
Module version	2015		

1.1.2 Second Semester

1.1.2.1 CORE CURRICULUM

Module:	Module title:	Credits:	Hours/Week:
	Applied Economics II	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	2nd semester		
Course Leader	Ferry Stocker		
Level	Intermediate		
Course prerequisites	Applied Economics I		
Block course	no		
Participants	All MBCi		
Groups	Two groups		
Contribution to subsequent modules	Risk Management, Strategic Management & Business Policy, Corporate Finance, Regulation of Financial Markets and Institutions.		
Bibliography	Maurice D Levi (2014): The Macroeconomic Environment of Business: Core Concepts and Curious Connections. David Miles, Andrew Scott, Francis Breedon (2014): Macroeconomics: Understanding the Global Economy. David A. Moss (2014): A Concise Guide to Macroeconomics, Second Edition: What Managers, Executives, and Students Need to Know.		
Course objectives	- students are able to analyse and understand the macroeconomic environment, and how it influences businesses and industries; - students are familiar with the main sources of actual empirical macroeconomic data and macroeconomic forecasts as a basis for guessing trends and forming scenarios and developments for particular businesses and industries; - since students have a firm grip of key macroeconomic concepts and terms they are in a position to follow macroeconomic arguments in the relevant press (e.g. Financial Times, The Economist, The Banker et al.) and are able to contribute to political debates - students are familiar with current macroeconomic topics such as e.g. globalisation, financial and economic crises and exchange rate regimes (e.g. the Euro), and are capable to work out how this might influence particular businesses and industries.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	The macroeconomy: the real and the monetary/financial sector: the macroeconomy as the environment of business; assessing the macroeconomy in the short and long term: business cycle and growth; globalisation and its impact on the national economy as well as on national economic policy making; the financial sector: money and banking;		

Module:	Module title:	Credits:	Hours/Week:
	Applied Economics II	3 ECTS	2 SWS
	exchange rate regimes and its impacts on businesses. Economic and financial crises: how to be prepared and how to survive.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Business Consultancy I (Simulation)	4 ECTS	2 SWS
Degree Programme	MBCi		
Semester	2nd semester		
Course Leader	Robert Pichler		
Level	Intermediate		
Course prerequisites	All courses to date		
Block course	yes		
Participants	All MBCi		
Groups	yes		
Contribution to subsequent modules	Business Consultancy II		
Bibliography	Books: Kubr, M.; "Management Consulting: A Guide to the Profession" Bookwell Publications 2005 ; Stroh, L.; Johnson, H.; "The Basic Principles of Effective Consulting" Lawrence Erlbaum Associates 2005		
Course objectives	Identifying, diagnosing, and resolving client issues as a management consultant demand not only superior conceptual and analytical capabilities but also mastery of core professional skills. Given the importance of such multi-faceted competencies for personal, team, and client success, this module is designed to help the students develop consulting skills while exposing the students to the dynamics of consulting work and consulting lifestyles. To achieve this objective, the module is structured to integrate practical knowledge, simulated experience, and active discussion of three different topics relevant to the total consulting experience. These are the consulting engagement lifecycle, the various methodological approaches and tools used by consultants in framing and solving clients' problems, and finally the strategic-thinking and behavioral techniques that facilitate the consulting process.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	The students will learn the cognitive processes involved in framing and designing the consulting engagement specifically, hypothesis generating and testing, using a set of cases that track the work of actual consulting teams as they move through the processes of initiating and completing client projects. In addition the following subjects will also be covered: Work-planning, data-gathering, field-interviewing, and communicating with clients.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Master Thesis Seminar I	2 ECTS	1 SWS
Degree Programme	MBCi		
Semester	2nd Semester		
Course Leader	Karin Dobernig		
Level	Beginner		
Course prerequisites	None		
Block course	No		
Participants	All MBCi		
Groups	2 groups		
Contribution to subsequent modules	Master Thesis Seminar II; Master Thesis		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill. Research methods for Business Students. Latest edition. Pearson. Urquhart, Cathy (2012): Grounded Theory for Qualitative Research: A Practical Guide.		
Course objectives	In the course of this module, students develop the capacity to: - Competently search and review academic literature - Devise ideas for interesting research projects - Develop and communicate a comprehensive research proposal - Provide constructive feedback		
Format	ILV		
Evaluation	Continuous Evaluation		
Course content	The course provides students a brief review of important concepts and principles in the area of academic research and aims to equip them with the practical tools and skills to plan, implement and complete a research project as well as compile comprehensive research proposals. Additionally, it prepares students for the process of writing a Master's Thesis and offers instructions, guidelines and advice regarding the compilation of academic documents more generally. The course also highly encourages collaborative learning and the handling of feedback among students. Students present their research proposals to faculty members and fellow students.		
Module version	2015		

1.1.2.2 SPECIALISATION „MARKETING ANALYTICS“

Module:	Module title:	Credits:	Hours/Week:
	Qualitative Marketing Research	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	2nd Semester		
Course Leader	Karin Dobernig		
Level	Beginner		
Course prerequisites	None		
Block course	No		
Participants	MBCi_MA		
Groups	None		
Contribution to subsequent modules	Consumer Insights		
Bibliography	Urquhart, Cathy: Grounded Theory for Qualitative Research: A Practical Guide Charmaz, Kathy: Constructing Grounded Theory. A Practical Guide Through Qualitative Analysis. SAGE Publications Ltd Saldana, Johnny: The Coding Manual for Qualitative Researchers Flick Uwe: An introduction to Qualitative Research, SAGE Publications		
Course objectives	After completion of this module, students should be able to: - Identify and explain key methods employed in qualitative social research - Develop qualitative research designs - Analyze and interpret qualitative data - Critically evaluate qualitative research findings - Demonstrate a critical understanding of quality criteria and ethical guidelines in qualitative social research		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Qualitative Marketing Research Methods - Individual & Group Interviews - Qualitative Data Analysis		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Quantitative Analysis II	5 ECTS	2 SWS
Degree Programme	MBCi		
Semester	2nd Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	Quantitative Analysis I; Quantitative Marketing Research		
Block course	No		
Participants	MBCi_MA		
Groups	2 Groups		
Contribution to subsequent modules	Special Topics in Marketing Analytics I; Special Topics in Marketing Analytics II		
Bibliography	James H. Stock & Mark W. Watson: Introduction to Econometrics, Pearson Education Naresh K. Malhotra: Marketing Research Vithala R. Rao: Applied Conjoint Analysis, Springer Ludwig Fahrmeir, Thomas Kneib, Stefan Lang & Brian Marx: Regression: Models, Methods and Applications, Springer		
Course objectives	After completion of this module, students should be able to: - Demonstrate knowledge of advanced empirical methods used in economics, marketing and related fields - Demonstrate the technical, statistical and interpretative skills necessary to conduct, evaluate and monitor research projects at moderate levels of complexity - Competently perform moderately sophisticated data analysis by use of computer software		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Limited dependent variable models (Logit and probit regression) - Regression with count data - Introduction to multinomial regression - Linear discriminant & factor analysis - Applications to conjoint analysis - Cluster analysis, time series analysis (optional)		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Special Topics in Marketing Analytics I	7 ECTS	3 SWS
Degree Programme	MBCi		
Semester	2nd Semester		
Course Leader	V. Groegl		
Level	Beginner		
Course prerequisites	Quantitative Analysis 1		
Block course	No		
Participants	MBCI MA		
Groups	None		
Contribution to subsequent modules	Pricing Strategy and Special Topics in MA		
Bibliography	Relevant and current literature as proposed by the lecturer(s)		
Course objectives	Students will be able to... ...utilize a variety of relevant software tools to develop a reflective and critical understanding of data ...work with advanced excel tools for the purposes strategic decision making ...work with visualization tools to explore new ways of dealing with data and presenting clear messages based on data interrogation ...gain a basic understanding of predictive modelling tools to better understand customer behavior		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Advanced excel to interpret and present data – conditional formatting, advanced charting, pivot tables, macros, etc. - Forecasting and trend analysis - Interpretation of marketing data for strategic decision making - Data tables and presentation of data in various formats to communicate key concepts - Predictive lead scoring and predictive conversion rates		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Advanced Marketing Metrics	4 ECTS	3 SWS
Degree Programme	MBCi		
Semester	2nd semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	Company Analysis I		
Block course	No		
Participants	MBCI MA		
Groups	None		
Contribution to subsequent modules	Marketing Decision Analysis		
Bibliography	• Kaplan, Robert S. Norton, David P., latest edition "The Balanced Scorecard - Measures that drive performance", Harvard Business Review • Mintzberg H., "Strategy Safari: A guided tour through the wilds of strategic management", London, Prentice Hall, latest edition • Osterwalder, A.; Pigneur, Y., Clark T., "Business model generation: A handbook for visionaries, game changers, and challengers", Hoboken, Wiley, latest edition • Shankar Ganesan, Handbook of Marketing and Finance, Edgar Publishing 2012		
Course objectives	Students will be able to... ...understand the marketing/finance interface in terms of company value and how marketing variable impact financial performance ...calculate key marketing metrics and relate marketing to various types of risk return ...understand company performance as it relates to marketing through a range of tools, models, and frameworks ...analyze companies using a balanced score card approach as a framework to understand organisational performance ...respond to the need for marketers to be accountable for activities and expenditures as it relates to the bottom line and develop a results oriented mindset ...develop a measurement-based approach to allocating resources across your marketing portfolio and evaluate intangible assets, such as brand and customer satisfaction.		
Format	ILV		
Evaluation	Continuous Evaluation		

Module:	Module title:	Credits:	Hours/Week:
	Advanced Marketing Metrics	4 ECTS	3 SWS
Course content	• Assessing business and marketing performance • Essential reporting, analysis, dashboard, balanced scorecard analysis • Linking marketing metrics to financial metrics • Measuring marketing assets • Resource allocation across the portfolio • The marketing dashboard – essential metrics for companies • Applying shareholder value principles to marketing		
Module version	2015		

1.1.2.3 SPECIALISATION „TREASURY AND INVESTMENT“

Module:	Module title:	Credits:	Hours/Week:
	International Financial Reporting Standards	3 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	2nd semester		
Course Leader	Marie Nitzlader		
Level	Advanced		
Course prerequisites	Financial Accounting		
Block course	No		
Participants	All „Treasury & Investment“ students		
Groups	No		
Contribution to subsequent modules	Special Accounting and Tax Issues for Treasury		
Bibliography	-International Financial Reporting Standards (IFRS) 2015: English & German edition of the official standards approved by the EU, Wiley-VCH, current edition		
Course objectives	Students will be able to: describe the scope and application of IFRS accounting standards and recognize the need to harmonisation explain the basic principles of IFRS analyse and interpret the components of IFRS Financial Statements apply recognition and measurement rules regarding assets, liabilities and income		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Conceptual Framework of IFRS Components of IFRS Financial Statements (IAS 1, IAS 7) Recognition and valuation of: Intangible Assets (IAS 38) Property, plant and equipment (IAS 16) Investment properties (IAS 30)		

Module:	Module title:	Credits:	Hours/Week:
	International Financial Reporting Standards	3 ECTS	2 SWS
	Leases (IAS 7) Inventories (IAS 2) Income (IAS 11, IAS 18, IFRS 15) Equity/Debt (IAS 32) Provisions (IAS 37)		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
FIA	Fixed Income Analysis	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	2nd semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Basic Corporate Finance and Accounting		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Investment and Portfolio Management, Risk Management, Financial Planning and Modelling		
Bibliography	Fabozzi F. J.: Fixed Income Analysis, Wiley, current edition Martellini L., Priaulet P. and Priaulet S.: Fixed Income Securities, Wiley, current edition Petitt B., Pinto J. and Pirie W. L.: Fixed Income Analysis, Wiley, current edition		
Course objectives	Students should be able to: - analyse and interpret the term structure of interest rates - identify and explain the different types of fixed income securities - identify and explain the factors that impact bond yields - estimate risk and return for fixed income investments - value fixed income securities - explain the process of credit analysis and evaluate credit quality of a bond issuer - describe the process of securitisation and evaluate the risks of securitised structures		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Characteristics of fixed income securities Fixed income markets Term structure of interest rates Fixed income valuation Analysis of fixed income risk and return Credit analysis Fixed income derivatives		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
FD	Financial Derivatives	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	2nd semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Cash and Liquidity Management, Money and Foreign Exchange Markets		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Risk Management, Investment and Portfolio Analysis, Special Accounting and Tax Issues for Treasury, Regulation of Financial Markets and Institutions		
Bibliography	Hull J. C.: Options, Futures, and Other Derivatives, Prentice Hall, current edition Kolb R. W. and Overdahl J. A.: Options, Futures and Swaps, Wiley, current edition Chance D. M.: Analysis of Derivatives for the CFA Program, Association for Investment Management and Research, current edition		
Course objectives	Students should be able to: - explain the role and use of derivatives - describe compare and contrast futures, options, and swaps - calculate the prices of various derivative instruments - develop and understand trading strategies		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Characteristics of futures, options, and swaps Markets for derivative securities Valuation of derivative securities Trading strategies		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
ACF	Advanced Corporate Finance	4 ECTS	2 SWS
Degree Programme	MBCi		
Semester	2nd semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Cash and Liquidity Management, Equity Analysis, Money and Foreign Exchange Markets		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Risk Management, Financial Planning and Modelling, Investment and Portfolio Management		
Bibliography	Butler K. C.: Multinational Finance, Wiley, current edition Koller T., Goedhart M. and Wessels D.: Valuation: measuring and managing the value of companies, Wiley, current edition Stern J. N. and Chew D.: The Revolution in Corporate Finance, Wiley-Blackwell, current edition Titman S. and Martin J. D.: Valuation: The Art and Science of Corporate Investment Decisions, Addison Wesley, current edition Weston J. F., Mitchell M. L. and Mulherin J. H.: Takeovers, restructuring, and corporate governance, Pearson Ed, current edition		
Course objectives	Students successfully completing the course should be able to: - Apply risk & return principles to corporate investment decisions under uncertainty - Analyse & evaluate investment opportunities & apply capital budgeting techniques in investment decisions - Appraise the conflict of interest between owners, financiers and managers - Evaluate the impact of capital structure & dividend policy on the value of a company - Analyse the drivers of M&As and assess their impact on company value		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Corporate investment policy Capital budgeting Capital structure Dividend policy Financial distress, restructuring & information asymmetry Corporate governance Mergers and Acquisitions & external financing strategy Risk management of multinational operations		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
FE	Financial Econometrics	6 ECTS	3 SWS
Degree Programme	MBCi		
Semester	2nd semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Quantitative Methods		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Risk Management, Investment and Portfolio Management		
Bibliography	Stock J.H. and Watson M.W.: Introduction to Econometrics, Prentice Hall, current edition Tsay R. S.: An Introduction to Analysis of Financial Data with R, Wiley, current edition		
Course objectives	Students should be able to: - explain the basic principles, concepts in econometric analysis of financial data and recognise potential problems - Apply the econometric models used in class to the analysis of financial markets - Use econometrics computer software		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Statistical properties of financial returns Univariate time series modelling and forecasting Modelling volatility Limited dependent variable models Simulation techniques Factor analysis		
Module version	2015		

1.1.3 Third Semester

1.1.3.1 CORE CURRICULUM

Module:	Module title:	Credits:	Hours/Week:
	Case Study	2 ECTS	1 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	Robert Pichler		
Level	Advanced		
Course prerequisites	none		
Block course	No		
Participants	All MBCi		
Groups	yes		
Contribution to subsequent modules	-		
Bibliography	Harvard Business School Case Studies		
Course objectives	The Case Study is to develop the students' skills in formulating original ideas in new or unfamiliar environments, to enable them to handle complex situations, to formulate judgements with incomplete data, and to communicate their conclusions in a professional manner.		
Format	CS		
Evaluation	Continuous evaluation		
Course content	This case study will be selected from one of the leading libraries of case studies in the world. A secondary focus for this exercise is to provide students with an opportunity to become familiar with this special type of learning experience. The case study will be selected from some area of business administration, and the focus will be on training students to solve problems in teams and to report group findings. It will also focus on helping students to evaluate information in terms of its importance and to begin to apply the content of their lectures to date.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Master Thesis Research Proposal	7 ECTS	1 SWS
Degree Programme	MBCi		
Semester	3rd Semester		
Course Leader	Karin Dobernig		
Level	Advanced		
Course prerequisites	Master Thesis Seminar I		
Block course	No		
Participants	MBCi		
Groups	2 Groups		
Contribution to subsequent modules	None		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill. Research methods for Business Students. Latest edition. Pearson. Urquhart, Cathy (2012): Grounded Theory for Qualitative Research: A Practical Guide.		
Course objectives	After completion of this module, students should be able to: - competently search and evaluate relevant literature sources - critically read and review (academic) literature - formulate and operationalize research questions - demonstrate an understanding of empirical research methods in the social sciences - compile academic papers that adhere to scientific standards		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Independent compilation of Master Thesis - Regular consultation with assigned supervisor		
Module version	2015		

1.1.3.2 SPECIALISATION „MARKETING ANALYTICS“

Module:	Module title:	Credits:	Hours/Week:
	Special Topics in Marketing Analytics II	7 ECTS	3 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	V. Groegl		
Level	Intermediate		
Course prerequisites	Special Topics in Marketing Analytics I		
Block course	No		
Participants	MBCI MA		
Groups	None		
Contribution to subsequent modules	-		
Bibliography	Marr, Bernhard: Big Data. Using SMART Big Data Analytics and Metrics to Make Better Decisions and Improve Performance, latest edition Davenport, Thomas H.: Big Data @ work (Harvard Business Review Press), latest edition Big Data, Analytics, and the Future of Marketing & Sales McKinsey Chief Marketing & Sales Officer Forum, latest edition Related readings and journal articles around various topics covered		
Course objectives	Students will be able to... ...have a basic understanding of the technical infrastructure required for big data (hardware and software) ...develop a basic knowledge of some high level analytical tools closely connected to Excel for bigger data analysis ...a basic understanding of statistical indicators ...have an understanding of predictive models ...assess the legal aspects of data to understand privacy issues and legal constraints ...understand the key ethical considerations related to the issue of customer data ...be aware of recent changes in the regulatory environment related to the legal handling of data		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	• Basic review of tools –SQL, Beton • MS Excel advanced usages		

Module:	Module title:	Credits:	Hours/Week:
	Special Topics in Marketing Analytics II	7 ECTS	3 SWS
	• High level tools such as Rapidminer, Tableau, Microsoft Power BI, Spotfire, Qlik • Key metrics and making sense of KPIs • doing predictions on basis of data and simulate scenarios • review of current privacy issues related to data usage • ethical considerations of data handling		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Consumer Insights	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	3rd Semester		
Course Leader	Virginia Grögl		
Level	Beginner		
Course prerequisites	None		
Block course	No		
Participants	MBCi_MA		
Groups	None		
Contribution to subsequent modules	Marketing Decision Analysis, Consultancy Skills II		
Bibliography	Michael R. Solomon: Consumer Behavior. Buying, Having, and Being, Pearson Academic Journal Articles		
Course objectives	After completion of this module, students should be able to: - Identify and explain individual and contextual factors of consumer behavior - Develop marketing solutions based on consumer insights - Apply theoretical concepts to selected case studies - Demonstrate a critical understanding of the role of marketing in influencing and shaping consumer behavior		
Format	ILV		
Evaluation	Continuous Evaluation		
Course content	- Cognitive, affective and sub-conscious factors in consumer behavior - Consumer decision-making - Social and cultural determinants of consumer behavior		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Pricing Analytics and Strategies	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	V. Groegl		
Level	Intermediate		
Course prerequisites	Introductory knowledge of pricing and marketing strategies		
Block course	No		
Participants	MBCI MA		
Groups	None		
Contribution to subsequent modules	Marketing Decision Analysis, Consultancy Skills II		
Bibliography	Nagle, Thomas T, and John Hogan. <i>The Strategy and Tactics of Pricing</i>, latest edition. Upper Saddle River, NJ: Prentice Hall		
Course objectives	Students will be able to... ...understand and evaluate various pricing policies relevant for different industries and make profit maximizing pricing decisions ...understand when and how to apply state-of-the-art frameworks for optimizing pricing decisions ...make pricing recommendations based on different industry condition – B2B and B2C, understanding the implications of those decisions ...be able to understand powerful principles of pricing, and will explore innovative approaches that take full advantage of the rapid changes brought about by the information age ...make demand forecasts using different sensitivity analyses for pricing		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Economic and behavioral aspects of pricing - Various pricing policies covering both B2B and B2C markets - Economic Value to the Customer - Price Sensitivity Analysis - Demand Forecasting - Price Contract Negotiations - Revenue Management - Revenue Models - advanced pricing techniques that aim to create additional value, including dynamic pricing, segmented pricing, nonlinear pricing, pricing structures, and promotions		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Marketing Channels & Logistics	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	V. Groegl		
Level	Intermediate		
Course prerequisites	Introductory knowledge of Supply Chain Management		
Block course	No		
Participants	Specialization Marketing Analytics		
Groups	None		
Contribution to subsequent modules	Marketing Decision Analysis, Consultancy Skills II		
Bibliography	• S. Chopra, P. Meindl, Supply Chain Management, latest edition, Pearson • M. Christopher, Logistics & Supply Chain Management, latest edition, Prentice Hall		
Course objectives	Students will be able to... ...illustrate a broad overview of supply chain strategy, development and trends ...recognize and manage the relationship between marketing channels and logistics ... quantitatively evaluate various strategies in a realistic supply chain setting ...understand the practices that are involved with development of channel structure and coordination among channel members ... evaluate the role of supply chain management in delivering superior customer value ...select the tools and techniques that are most relevant to the challenges that are faced ...identify the main drivers of supply chain performance and measure them using precise metrics		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	• Understanding supply chain processes • Forming a long term competitive advantage • Understanding the customer and SC uncertainty • Customer Profitability Analysis • Pricing and Revenue Management • Identify the major drivers of SCM • Measuring logistics costs and SC performance • Setting up an appropriate risk management system • Globalization in the supply chain • The role of IT in the supply chain		

Module:	Module title:	Credits:	Hours/Week:
	Marketing Channels & Logistics	3 ECTS	2 SWS
	• Understand the role of transportation and the role of infrastructure • Basic SAP understanding		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Relationship Marketing	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	V. Groegl		
Level	Intermediate		
Course prerequisites	Introductory knowledge of CRM and database marketing		
Block course	No		
Participants	Specialisation – Marketing Analytics		
Groups	None		
Contribution to subsequent modules	Marketing Decision Analysis, Consultancy Skills II		
Bibliography	- Customer Relationship Management, by V. Kumar and W. Reinartz, latest edition: Springer - Optimal Database Marketing, by R. Drozdenko and P. Drake, latest edition: SAGE		
Course objectives	Students should be able to... ... profile prospects and existing customers, to understanding and anticipate their respective needs ...analyse customer based on customer acquisition and retention, segmentation, customer loyalty, lifetime-value analysis and direct response modelling ...understand how to build sustainable relations with customers by providing the most suitable products and enhanced customer service in order to grow the relationship value ... work with frameworks for the identification, assessment, and optimization of customer loyalty programs utilization of real data to understand how firms deepen knowledge about customers and then use this knowledge to shape the interactions between company and customers		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Applied analyses of customer data using SPSS - Campaign/Channel Management - Data mining/Data driven processes - CLV calculation and interpretation - Data analysis for customer profiling – cluster analysis, segmentation		
Module version	2015		

1.1.3.3 SPECIALISATION „TREASURY AND INVESTMENT“

Module:	Module title:	Credits:	Hours/Week:
RM	Risk Management	6 ECTS	3 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	3rd semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Advanced Corporate Finance, Fixed Income Analysis, Money and Foreign Exchange Markets, Financial Derivatives, Financial Econometrics		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	Chance D. M.: Analysis of Derivatives for the CFA Program, Association for Investment Management and Research, current edition Crouhy M., Galai D. and Mark R.: The Essentials of Risk Management, McGraw Hill, current edition Hopkin P.: Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management, Kogan Page, current edition Hull J. C.: Risk Management and Financial Institutions, Wiley, current edition Myint S. and Famery F.: The Handbook of Corporate Financial Risk Management, Risk Books, current edition		
Course objectives	Students should be able to: - identify and discuss various types of risk relevant for corporations and financial institutions - identify and explain how financial instruments are used to manage risk - develop risk management strategies - analyze and interpret risk models and apply them to real life risk management problems		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Role of risk management Corporate vs bank risk management Risk framework and categories Risk policy Identification and measurement of risk Risk management techniques and tools		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Special Accounting and Tax Issues for Treasury	3 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	3rd semester		
Course Leader	Marie Nitzlader		
Level	Advanced		
Course prerequisites	Financial Accounting, IFRS, Advanced Corporate Finance, Financial Derivatives		
Block course	No		
Participants	All „Treasury & Investment“ students		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<u>Special Accounting:</u> -Sunil Kumar Kansal: <i>"IFRS 9: Understanding Financial Instruments and their Accounting"</i> , Wiley Regulatory Reporting, current edition -Juan Ramirez: <i>"Accounting for Derivatives: Advanced Hedging under IFRS"</i> , Wiley Finance, current edition <u>Tax Issues:</u> - Arnold, Brian J.; McIntyre, Michael J.: <i>"International Tax Primer"</i> , Kluwer Law International, 2002, current edition - Miller, Angharad; Oats, Lynne: <i>"Principles of International Taxation"</i> , Tottel Publishing, 2012, current edition		
Course objectives	Students will be able to: - demonstrate a critical understanding of the relevant IFRS standards for financial instruments, - recognize financial instruments – both equity and debt instruments – in the financial statements and value them according to current accounting standards, - identify and explain how a company's risk strategy is reflected in the financial statements by applying hedge accounting. - discuss the system of national and international taxation, i.e. how the different levels of law come together when solving international tax issues, - calculate income tax, corporate income tax and withholding tax by considering double tax treaties, - analyze and explain how value added tax is treated within Europe and 3rd countries.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	- Recognition and measurement of financial instruments according to the current IFRS standards - Hedge accounting (IFRS 9) - Principles of national & international taxation - Group taxation, double taxation - Income tax, corporate income tax, withholding tax - OECD Model Treaty - Value added tax (VAT)		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
FPM	Financial Planning and Modelling	3 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	3rd semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Advanced Data Analysis and Spreadsheet Modelling, Advanced Corporate Finance		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	Yes		
Contribution to subsequent modules	Investment and Portfolio Management, Consultancy Models and Skills III		
Bibliography	Allman K. A.: Modelling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide, Wiley, current edition Samonas M.: Financial Forecasting, Analysis, and Modelling: A framework for long-term forecasting, Wiley, current edition		
Course objectives	Students successfully completing the course should be able to: - Explain the objectives and structure of finance models in terms of planning, structuring and risk analysis - create flexible models with effective summary statistics to evaluate alternative timing, operating assumptions, financial structures, re-financing etc. - work through more difficult problems in financial modelling (including e.g. cash flow waterfalls, refinancing of debt) - quantify planning risks using different techniques and to understand mistakes in risk assessment - use Excel techniques to make better presentations from models and to make models more transparent and efficient		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Introduction & model structure Financial statement modelling incl. P&L, balance sheet & cash flow Standard and alternative financial ratios Risk analysis Sensitivity & scenario analysis Presentation dashboard		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
RFMI	Regulation of Financial Markets and Institutions	5 ECTS	3 SWS
Degree Programme	MBCi		
Semester	3rd semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	Equity Analysis, Fixed Income Analysis, Financial Derivatives		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Alternative Investments		
Bibliography	Blair M., Walker G. and Willey S.: Financial Markets and Exchanges Law, Oxford University Press, current edition Gleeson S.: International Regulation of Banking: Capital and Risk Requirements, Oxford University Press, current edition Moloney N.: EU Securities and Financial Markets Regulation, Oxford University Press, current edition		
Course objectives	Students should be able to: - explain the principal regulatory requirements that relate to financial markets, institutions and instruments in the EU and other countries - discuss the role of financial supervision and financial regulators in the financial system - recognise the role of financial law in terms of risk mitigation and maintaining long term market stability - demonstrate awareness and understanding of the importance of complying with the regulatory frameworks governing the work of treasurers and investment institutions		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	The course will cover: - Financial regulatory and supervisory institutions - Current relevant regulation of financial markets and securities including: - o Raising capital - o Asset management - o Investment firms and investment services - o Trading venues, trading, post trading /settlement - Banking supervision and international bank regulation		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
IPM	Investment and Portfolio Management	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	3rd semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Equity Analysis, Fixed Income Analysis, Financial Derivatives, Money & Foreign Exchange Markets, Quantitative Methods, Financial Econometrics		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	Alternative Investments		
Bibliography	Bodie Z., Kane A. and Marcus A. J.: Investments, McGraw Hill, current edition Maginn J. L., Tuttle D. L., Pinto J. and McLeavey D. W.: Managing Investment Portfolios: A Dynamic Process, Wiley, current edition Reilly F. K. and Brown K.: Analysis of Investments and Management of Portfolios, Cengage Learning, current edition		
Course objectives	Students should be able to: - evaluate investment alternatives, their risks, and expected return characteristics - explain and critically evaluate the modern portfolio theory and asset pricing models - use portfolio theory to design optimal portfolios - apply portfolio management strategies - critically evaluate and monitor the performance of a portfolio - apply quantitative methods to problems of portfolio construction and evaluation		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Investment management industry Performance of asset classes & evaluation metrics Portfolio management process and techniques Portfolio theory Asset pricing models Behavioural finance and technical analysis Portfolio evaluation, monitoring and rebalancing		
Module version	2015		

1.1.4 Fourth Semester

1.1.4.1 CORE CURRICULUM

Module:	Module title:	Credits:	Hours/Week:
	Business Consultancy II (Capstone)	4 ECTS	2 SWS
Degree Programme	MBCi		
Semester	4th semester		
Course Leader	Virginia Groegl		
Level	Advanced		
Course prerequisites	All courses to date		
Block course	yes		
Participants	All MBCi		
Groups	yes		
Contribution to subsequent modules	-		
Bibliography	Books: Minto, B.: "The Pyramid Principle: Present Your Thinking So Clearly That the Ideas Jump Off the Page and into the Reader's Mind" Prentice Hall 2005; Sterman, J. D.: "Business Dynamics: Systems Thinking and Modeling for a Complex World" McGraw Hill Higher Education 2000 Journals/Periodicals: The McKinsey Quarterly, Harvard Business Review, Business Week International, MIT Sloan Management Review		
Course objectives	In the final module Business Consultancy II students will deepen their knowledge and experience of consulting models and approaches with a real consulting project.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	In this case study students will frame an efficient and effective solution path for solving a business problem, use limited facts and sound structured logic to generate hypotheses for resolving those issues, develop work plans that maximise individual and team productivity in data gathering, perform the analysis, interpret findings from data gathered using structured logic and deliver presentations that generate understanding, engagement, and commitment.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Strategic Management & Business Policy	3 ECTS	2 SWS
Degree Programme	MBCi		
Semester	4th semester		
Course Leader	Marion Mansberger		
Level	Advanced		
Course prerequisites	All courses to date		
Block course	no		
Participants	All MBCi		
Groups	no		
Contribution to subsequent modules	--		
Bibliography	Strategic Management and Business Policy, Achieving Sustainability, 12 th International Edition, Thomas L. Wheelen, J. David Hunger, Pearson 2010. Additional reading may be assigned.		
Course objectives	After successfully completing this course, students will be able to: • Understand concepts and theories, phases and benefits of strategic management • Incorporate knowledge on corporate governance, social responsibility and ethics in advanced strategic management and policy making processes • Understand the process of formulating strategies based on appropriate corporate and situational analysis • Show in depth knowledge on the implementation and evaluation in strategic management decisions, including possible challenges • Demonstrate the ability to reason critically and link and connect knowledge to aid in solution finding processes related to strategic management		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	This course will be based on lecture, self-study and case analysis. Students will receive numerous opportunities to apply, test and revise their current understanding on strategic management and business policy through extensive case study application. Study contents include: • Basic theories on organizational management, organizational adaptation and globalization. • Management ethics and corporate governance • Environmental, industry and internal scanning approaches • Strategy formulation techniques • Strategy implementation, evaluation and control		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Business Ethics and Compliance	2 ECTS	1 SWS
Degree Programme	MBCi		
Semester	4th semester		
Course Leader	Marion Mansberger		
Level	Advanced		
Course prerequisites	All courses to date		
Block course	no		
Participants	All MBCi		
Groups	no		
Contribution to subsequent modules	--		
Bibliography	Boylan, Michael (Ed.) (2013): Business Ethics. Wiley (2nd ed.). Crane, Andrew/Matten, Dirk (2010): Business Ethics. Oxford University Press (3rd ed.). Ulrich, Peter (2006): Integrative Economic Ethics: Foundations of a Civilized Market Economy. Cambridge University Press. Velasquez, Manuel G. (2014): Business Ethics: Concepts and Cases. Pearson. Wulf, Katharina (2012): Ethics and Compliance Programs in Multinational Organizations. Springer Gabler.		
Course objectives	After successfully completing this course, students will be able to: • Understand concepts and theories, contexts and benefits of business ethics and sustainability • Incorporate knowledge on ethics, compliance, social responsibility and corporate governance in business administration • Understand the process of making and evaluating decisions, framing and managing business ethics • Show in depth knowledge on different contexts with regard to business ethics and compliance • Put theoretical knowledge on ethical issues into relevant practice (shareholder resp. stakeholder perspective, employee and consumer affairs etc.)		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	This course will be composed of lecture, self-study and case analysis/project work. Students will receive numerous opportunities to apply, test and revise their current understanding on business ethics through extensive case study application. Study contents include: • Basic concepts on business ethics and related approaches (like CSR and CC) • Management and decision making on business ethics • Contextualizing and evaluating business ethics tools • Civil society and business ethics		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Study Trip	2 ECTS	2 SWS
Degree Programme	MBCi		
Semester	4th semester		
Course Leader	Robert Pichler		
Level	Advanced		
Course prerequisites	All courses to date		
Block course	yes		
Participants	All MBCi		
Groups	yes		
Contribution to subsequent modules	-		
Bibliography	-		
Course objectives	The study trip complements the classroom experience by giving the opportunity to interact with leading professionals. This enables students to obtain a better understanding of the commercial life in reality.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	This course encompasses a 7-day study trip including the visiting of a financial centre and companies from various areas, including international consultancy, financial and marketing firms. Students have the possibility to meet professionals and discuss current topics with them to find out how professionals perceive a variety of current business issues. This should enhance students' education with a practical experience and gives them a better sense how business works in reality.		
Module version	2015		

Module:	Module title:	Credits:	Hours/Week:
	Master Thesis Seminar II	2 ECTS	1 SWS
Degree Programme	MBCi		
Semester	4th Semester		
Course Leader	Karin Dobernig		
Level	Intermediate		
Course prerequisites	Master Thesis Seminar I		
Block course	No		
Participants	All MBCi		
Groups	2 Groups		
Contribution to subsequent modules	Master Thesis		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill. Research methods for Business Students. Latest edition. Pearson. Urquhart, Cathy (2012): Grounded Theory for Qualitative Research: A Practical Guide.		
Course objectives	In the course of this module, students develop the capacity to: - Present and communicate their research project and main findings - Provide constructive feedback		
Format	ILV		
Evaluation	Continuous Evaluation		
Course content	Students present their finished Master's Thesis to faculty members and fellow students, and handle questions on the thesis content and process. The seminar also highly encourages the handling of feedback among students. The presentation of the Final Master's Thesis has to comprise (i) title of the thesis, (ii) theoretical framework, (iii) research question(s), (iv) research design, (v) main findings, (vi) conclusion, (vii) list of references.		
Module version	2015		

1.1.4.2 SPECIALISATION „MARKETING ANALYTICS“

Module:	Module title:	Credits:	Hours/Week:
	Marketing Decision Analysis	4 ECTS	2 SWS
Degree Programme	MBCi		
Semester	4th semester		
Course Leader	V. Groegl		
Level	Advanced		
Course prerequisites	All Marketing Analytics courses to date		
Block course	No		
Participants	Specialisation – Marketing Analytics		
Groups	None		
Contribution to subsequent modules	-		
Bibliography	Manual and related reading material for business simulation game.		
Course objectives	Students should be able to: • Demonstrate strategic marketing concepts such as brand portfolio management, segmentation, and positioning strategies • Work effectively in a group within time constraints to make strategic business decisions • Evaluate different courses of action using various marketing tools • Develop clear performance reporting standards		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	• Marketing decision making models and tools such as decision tree and simulation models • Relationship between market share and profitability, market planning • Marketing planning tools such as perceptual mapping, conjoint analysis, portfolio analysis, regression analysis		
Module version	2015		

1.1.4.3 SPECIALISATION „TREASURY AND INVESTMENT“

Module:	Module title:	Credits:	Hours/Week:
AI	Alternative Investments	4 ECTS	2 SWS
Degree Programme	MBCi – Treasury and Investment		
Semester	4th semester		
Course Leader	Kinga Niemczak		
Level	Advanced		
Course prerequisites	Equity Analysis, Fixed Income Analysis, Financial Derivatives, Financial Econometrics, Investment and Portfolio Management		
Block course	No		
Participants	All "Treasury & Investment" students		
Groups	No		
Contribution to subsequent modules	-		
Bibliography	Chambers D. R., Anson M. J. P., Black K. H. and Kazemi H.: Alternative Investments: CAIA Level I, Wiley, current edition Fraser-Sampson G.: Alternative Assets: Investments for a Post-Crisis World, Wiley, current edition		
Course objectives	Students should be able to: - compare alternative investments with traditional investments - distinguish among the principal classes of alternative investments - apply valuation techniques to price alternative investments - assess the benefits and pitfalls of adding an alternative investment to a portfolio		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Alternative investments' characteristics and classes Real Estate Private equity Hedge Funds Commodities		
Module version	2015		